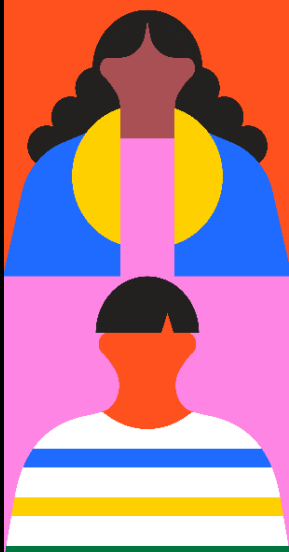
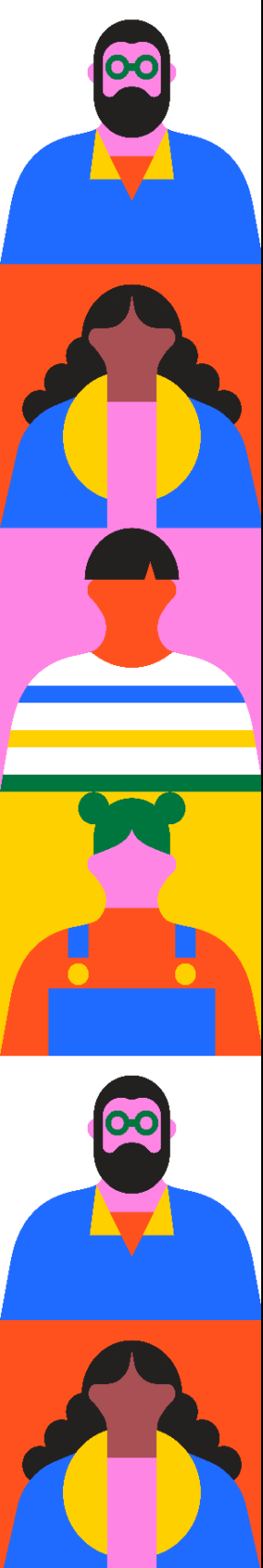


# 2024 Diversity, Equity & Inclusion Report





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It's hard to keep an open mind if you don't have an open heart. You don't have to agree with what people think to learn from how they think. You don't have to share their identity to be curious about what shaped it.



Adam Grant  
Organizational Psychologist

# Message from our CEO & Chair of the DEI Steering Committee



I am incredibly proud to reflect on the journey PSA BDP embarked on in championing diversity, equity, and inclusion (DEI) within our organization. Our commitment to fostering an environment where all feel welcomed, celebrated, and encouraged to share their unique attributes, has been remarkable.

Our DEI story traces back to 2020, when a group of passionate individuals in North America ignited the flame of change. Driven by determination and guided by the principles of equity, inclusion, social justice, and equality of opportunity, they laid the groundwork for what has now evolved into a global company movement with DEI councils in North America (NA), Europe (EU), Latin America (LATAM), Middle East, Türkiye & Africa (META), and with India and Asia Pacific (APAC) to follow soon. As we expand our formal DEI teams and initiatives globally, we are excited to offer every colleague the opportunity to be part of this important journey.

At PSA BDP, we embrace DEI not only because it's the right thing to do, but also because we recognize its transformative power. Companies that embed DEI into their cultural DNA tend to outperform their peers.

Each one of you brings a unique perspective, experience, and set of beliefs to our organization, enriching the fabric of our corporate culture. We celebrate this diversity and recognize its pivotal role in driving innovation and resilience within our workplace and are thrilled to know that in the Diversity Atlas survey, 89% of the population agrees that PSA BDP is inclusive and accepting of people from diverse backgrounds.

However, our DEI work is far from over. It is an ongoing journey of continuous education, open dialogue, embracing differences, taking action, and driving tangible change.

As we move forward, our teams remain committed to championing diverse representation at every level of the organization and creating equal opportunities for all.

Together, let's make this year one of even more significant progress towards our shared ambition. United, we are an unstoppable community.

Sincerely,



Chee Foong Wan  
CEO, PSA BDP

# Our journey

We are in the third year of our DEI journey, and I am profoundly excited to share the progress we have made in this very important space. Our approach was to inspire our diverse population to feel empowered to bring their whole self to work each day versus a quantifiably diverse population. It is interesting to note that by focusing on inspiring and empowering our employees to bring their whole self to work, we have begun to see some positive, quantifiable indicators that we share in this report.

As we continue to expand globally, we recognize there is no one-size-fits-all approach to DEI. This is why we focus on an employee-led DEI strategy.

I could not be prouder of the tremendous work our DEI Councils worldwide have put in to get us to where we are now! Starting with 18 members and a North America-only Council to 76 Council Members across four regions with our fifth Regional Council about to go live. We move forward with open hearts and open minds to explore the nuances within our subcultures, celebrate our unique differences, and embrace our commonalities.

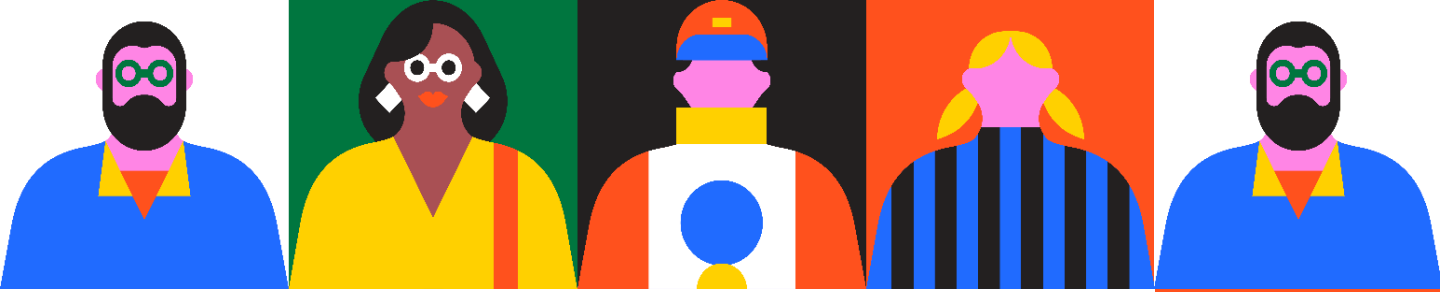
As we continue our DEI journey, we are excited about what the future brings.



**Marcia Lyssy**  
Chief Human Resources Officer  
(DEI Steering Committee Co-Chair)

| Our DEI Structure                                                                            |                                                                                                              | Our DEI DNA                                                                                |                                                                                                                                        |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 9<br>Global DEI Board/Steering Committee made up of global leadership chaired by CEO, & CHRO | 13<br>Global DEI Council/Oversight Group the global DEI strategy team & chair and co-chair regional councils | 76<br>Regional DEI Council Members across 4 regions made up of employees across all levels | In 2023 we launched our DEI DNA using Diversity Atlas and uncovered some very insightful information that helps us frame our strategy. |
|                                                                                              |                                                                                                              |                                                                                            | 89%<br>Agree that PSA BDP is inclusive and accepting of people from diverse backgrounds                                                |
|                                                                                              |                                                                                                              |                                                                                            | 84%<br>Are comfortable speaking about their cultural heritage at work                                                                  |
|                                                                                              |                                                                                                              |                                                                                            | 84%<br>Feel comfortable bringing their authentic self to work at PSA BDP!                                                              |
|                                                                                              |                                                                                                              |                                                                                            | 314<br>Cultural heritages that influence PSA BDP employees                                                                             |





# Diversity, Equity, & Inclusion is not a destination but a continuous journey of being better today than yesterday and better tomorrow than today.



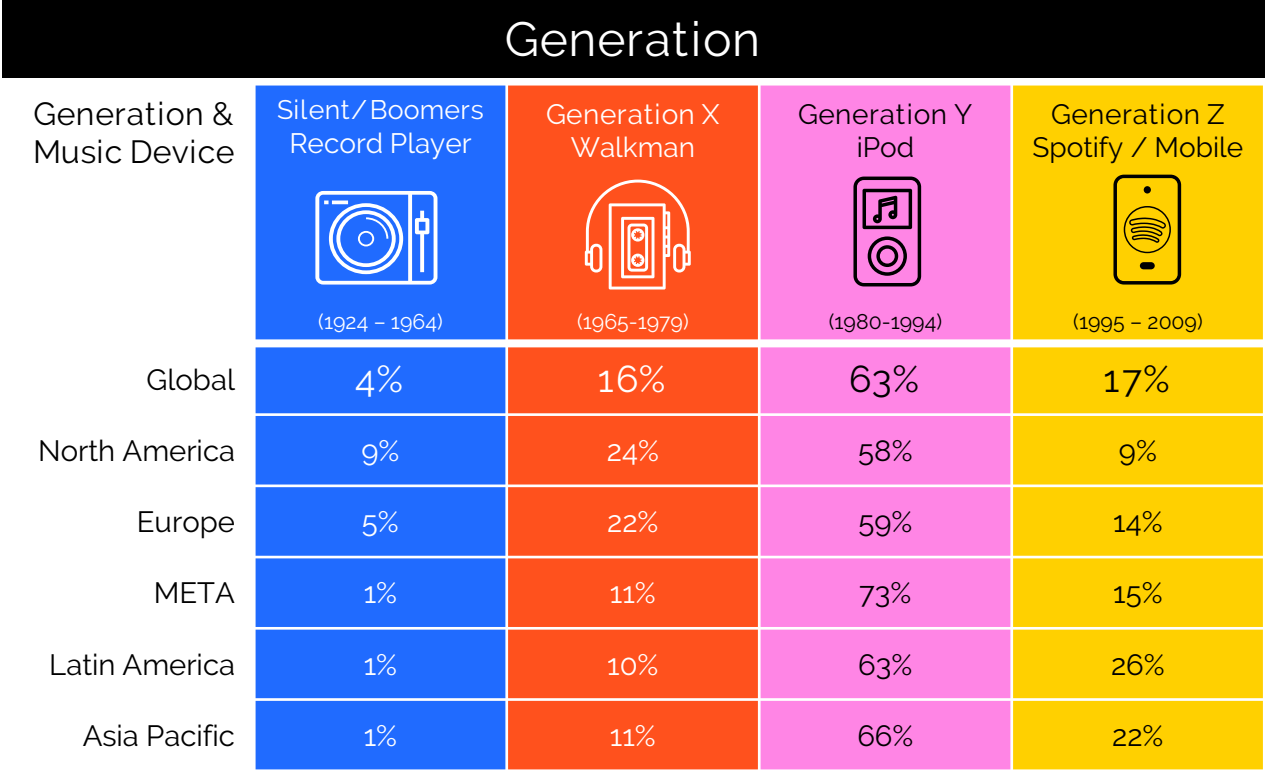
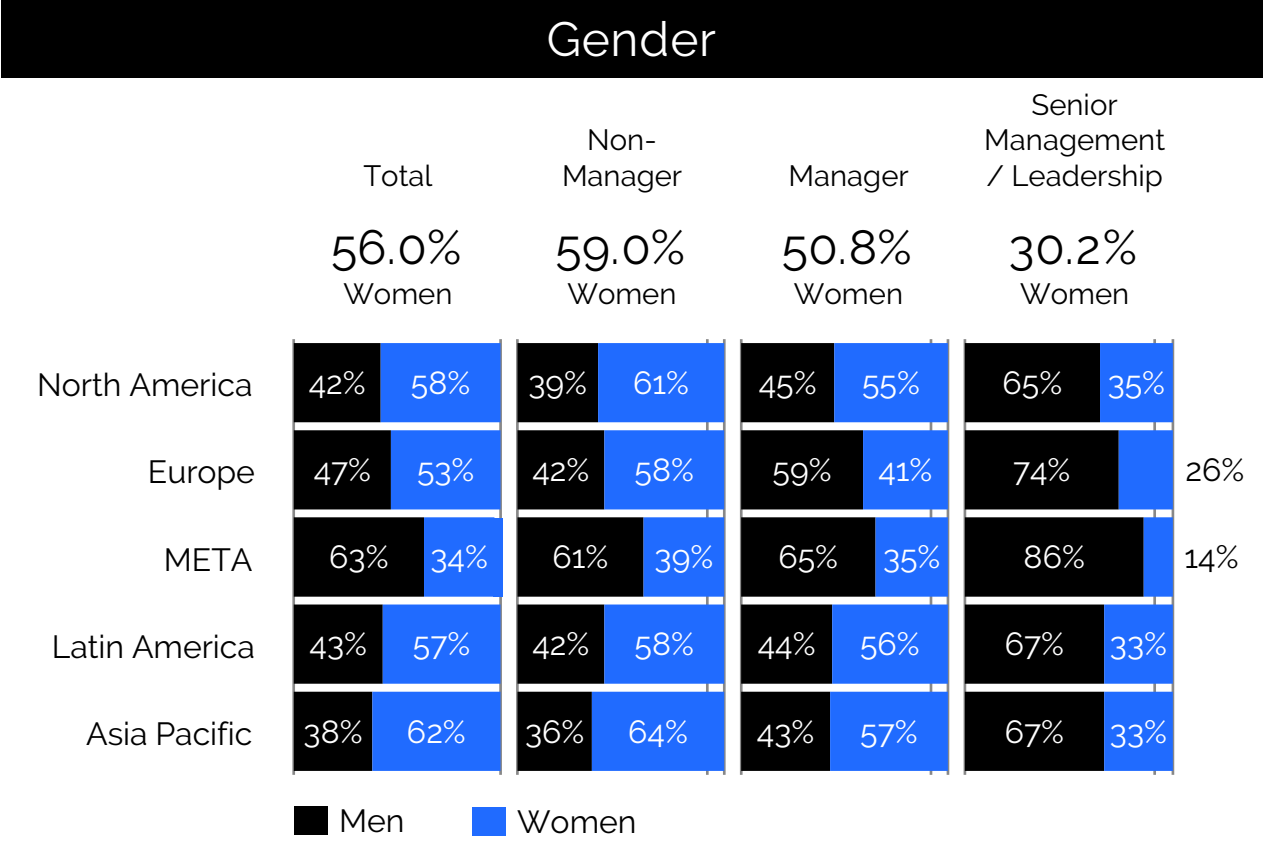
## Our representation around the world

Our representation and actions are based on local diversity areas of focus, driven by the data points and the realities of the communities around us. Our efforts will focus on improving access, representation, and experiences amongst our employees and the wider ecosystem. The focus is on opportunities to grow an inclusive environment further and respect the dignity and diversity of all people. We best explain this as creating an environment of empathy, equity and inclusion (Open Doors, Open Hearts, Open Minds). This helps guide how we engage with one another and inspires us to take purposeful action to support each other, our customers, and the communities we serve. This makes DEI the responsibility of every employee around the globe.



**Nina Olatoke**  
VP HR EMEA & Global DEI

# Our representation around the world

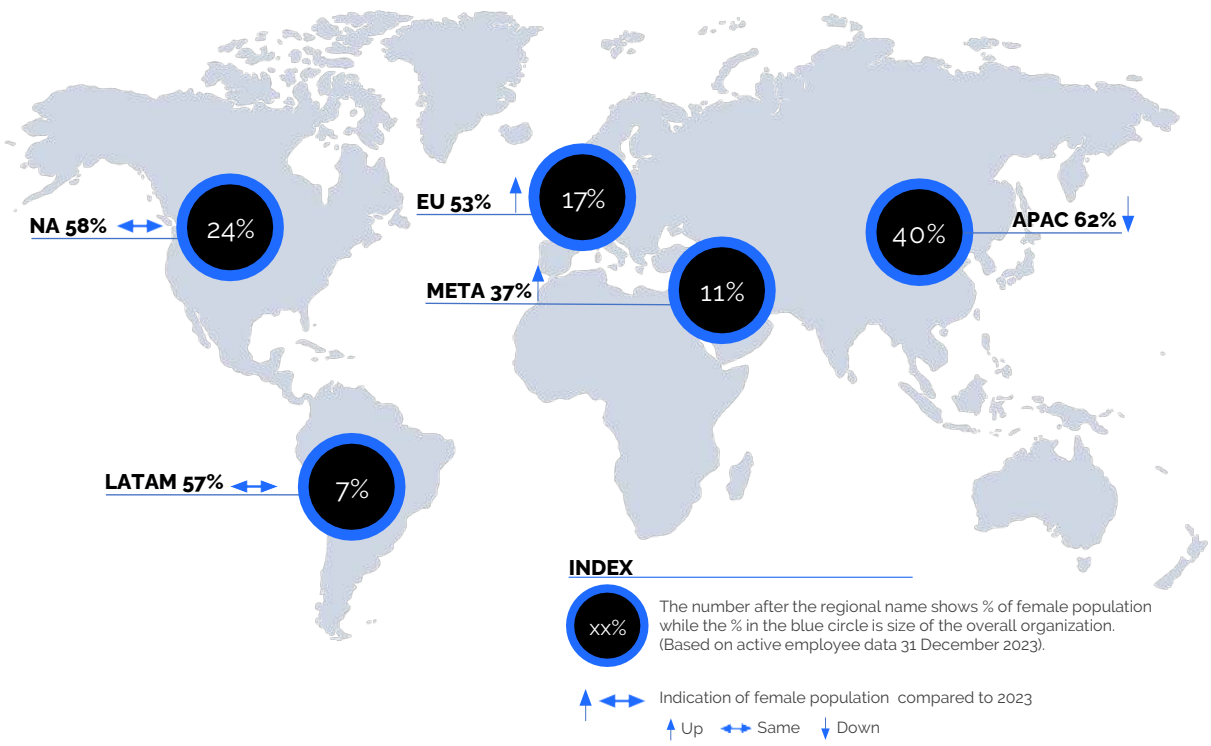


As of December 2023

5000+

42 Countries 139 Offices

Employees around the world across five (5) regions:  
North America (NA), Asia Pacific (APAC), Latin America (LATAM), Europe (EU), Middle East, Africa & Türkiye (META).



# Facts and Figures

December 2023

|          |                                             |                                                      |                                    |
|----------|---------------------------------------------|------------------------------------------------------|------------------------------------|
| Gender   | 56%<br>of Employees<br>are Female           | 29%<br>of Senior<br>Management<br>are Female         | 30%<br>of Leadership<br>are Female |
| Cultures | 338<br>Languages and Dialects<br>are Spoken | 314<br>Cultural Heritages Influence<br>our Employees |                                    |
| Age      | 4%<br>Boomers /<br>Silent<br>Generation     | 16%<br>Generation X                                  | 63%<br>Generation Y                |
|          |                                             |                                                      | 17%<br>Generation Z                |

# DEI around the globe

Regional highlights, celebrations, and next steps

## North America

**Accomplishments:**

- Launched Introduction to DEI Learning Module

**Up Next:**

- Promote awareness of Neurodiversity w/ an emphasis on autism spectrum disorder (ASD).
- Celebrate Armistice Day
- Amplify Movember celebrations

## Europe

**Accomplishments:**

- Launched the EU Podcast

**Up Next:**

- Highlight menopause in October
- Using the Diversity Atlas results to celebrate our origins and the languages we speak.

## Alisan in Türkiye

**Accomplishments:**

- PSA BDP welcomed Alışan to our corporate portfolio, featuring a fully women-operated warehouse

## Latin America

**Accomplishments:**

- Celebrated Women's Month
- Hosted a "Bring Your Child to Work Day"

**Up Next:**

- Share the DEI DNA data by country in local language so that the whole teams can engage.

## META

**Accomplishments:**

- Launched Unconscious Bias, International Day of Education, Autism Awareness Day, and International Women's Day campaigns

**Up Next:**

- Launch "Men Mental Health Awareness Month" in June
- Plan one campaign per month.

## Asia Pacific

**Accomplishments:**

- Celebrated Lunar New Year and shared images from the celebrations with the global organization

**Up Next:**

- Official DEI APAC council in place in 2024 with 2 additional members Steering Committee members from the APAC region.

# An update on where we are with our DEI road map

In 2023, we launched our DEI road map based on global areas of commonality, local complexities and realities, and supported by DEI SteerCo & Regional Councils. Below is a summary of the road map and an update of our progress so far.

|                                                                                                                                                                                        | Progress |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Implement Global Diversity Mapping and Establish Targets by Market through Diversity Atlas to understand how we compare to other countries and organizations within the local market.  | 85%      |
| Global Identity/ Self Declaration is an essential element of a robust and inclusive culture We are exploring the use of the Human Resource Information System (HRIS) to support this.  | 15%      |
| Learning and Development to further reinforce leadership accountability for diversity, equity, and inclusion. Develop and implement DEI onboarding for new hires and manager training. | 60%      |
| External Partnership with both special interest groups as well as our customers and other corporate organizations.                                                                     | 50%      |
| DEI Questionnaire designed and implemented as part of our vendor/ supplier selection/ renewal.                                                                                         | 50%      |
| Equity Analysis of the rich data points we have available internally.                                                                                                                  | 40%      |

## Empathy, Equity, Inclusion

Our strategic plan for diversity, equity, and inclusion with our four-pillar DEI Framework. The goal is to weave DEI seamlessly into the business, creating an environment that promotes empathy, equity, and inclusion across our PSA BDP ecosystem.

**Equal Opportunity**  
Create space for ALL to participate and make an impact and reward accordingly irrespective of race, gender, creed

**Strategic Partnerships**  
Partner with organizations, customers, governments, and brands on topics that advance tolerance & inclusiveness

**Organizational Awareness**  
Strive towards being the best version of ourselves by exchanging experiences and building an ACTIVE consciousness of social, industry & government issues aligned with our personal & PSA BDP brands

**Celebration of Success**  
Celebrate and recognize what matters! From employee life cycle, business success to traditions & norms, personal milestones, and community contribution

# The path forward

## Key initiatives



Some members of North America DEI Council with Marcia Lyssy in Charlotte

We will continue to make progress on our DEI Road Map mentioned earlier in this report. As we continue our journey, we will also remain flexible to address our organization's inclusion needs as they evolve.

To support our progress, the key initiatives below will be delivered in 2024.

|                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>APAC DEI Council<br/>Go-Live</div> <div></div>                                     | <p>APAC is the last region to go live with a DEI council, scheduled for May 2024. APAC made some headway on the DEI initiative in 2023, and the council will enhance it further. As part of the go-live, two additional members from APAC will also be added to the global steering committee.</p>                                                                                               |
| <div>Launch the<br/>Women in Displace<br/>Communities<br/>Initiative</div> <div></div> | <p>This year, a women's mentorship initiative, in collaboration with Amahoro Coalition (a Mastercard-sponsored initiative), will launch focused on displaced communities on the African continent. In this initiative, women in corporate leadership will mentor women-owned startups within these communities. The launch will be 20 June 2024 in Nairobi during international refugee day.</p> |

# PSA BDP global report

(Dec 2022 – Mar 2024)

Our 3 years quantitative data that shows our progress so far.

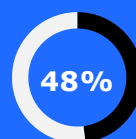
|                                                       | Metric | 2022 Dec | 2023 Dec | 2024 (Q1) | 23 vs. 22 |
|-------------------------------------------------------|--------|----------|----------|-----------|-----------|
| DEI Council Members                                   |        |          |          |           |           |
| Total DEI Council Members                             | No.    | 18       | 67       | 76        | 49        |
| Male                                                  | No.    | 3        | 15       | 17        | 12        |
| Female                                                | No.    | 15       | 52       | 59        | 37        |
| Employee Headcount                                    |        |          |          |           |           |
| Female                                                | %      | 57%      | 56%      | 47%       | -1.0%     |
| Male                                                  | %      | 43%      | 44%      | 53%       | 1.0%      |
| Age structure                                         |        |          |          |           |           |
| Under 30                                              | %      | 35.4%    | 30.1%    | 25.8%     | -5.3%     |
| Under 30 (Female)                                     | %      | 22.0%    | 18.4%    | 13.7%     | -3.6%     |
| Under 30 (Male)                                       | %      | 13.4%    | 11.7%    | 12.1%     | -1.7%     |
| Between 30-50                                         | %      | 55.7%    | 56.8%    | 60.6%     | 1.1%      |
| Between 30-50 (Female)                                | %      | 30.5%    | 30.5%    | 27.6%     | 0.0%      |
| Between 30-50 (Male)                                  | %      | 25.2%    | 26.3%    | 33.0%     | 1.1%      |
| Over 50                                               | %      | 12.3%    | 13.1%    | 13.6%     | 0.8%      |
| Over 50 (Female)                                      | %      | 6.8%     | 7.1%     | 5.8%      | 0.3%      |
| Over 50 (Male)                                        | %      | 5.5%     | 6.0%     | 7.8%      | 0.5%      |
| Representation at Leadership & Snr. Management Levels |        |          |          |           |           |
| % of Population                                       | %      | 4.5%     | 5.6%     | 4.6%      | 1.1%      |
| Leadership (Female)                                   | %      | 26.6%    | 30.2%    | 30.0%     | 3.6%      |
| Leadership (Male)                                     | %      | 73.4%    | 69.8%    | 70.0%     | -3.6%     |
| Senior management (Female)                            | %      | 33.7%    | 29.4%    | 30.1%     | -4.3%     |
| Senior management (Male)                              | %      | 66.3%    | 70.6%    | 69.9%     | 4.3%      |
| Representation at Manager & Non-Manager level         |        |          |          |           |           |
| % Manager Population                                  | %      | 13.4%    | 15.3%    | 13.9%     | 1.9%      |
| Manager (Female)                                      | %      | 50.1%    | 50.7%    | 45.2%     | 0.6%      |
| Manager (Male)                                        | %      | 49.9%    | 49.3%    | 54.8%     | -0.6%     |
| % Non-Manager Population                              | %      | 81.1%    | 79.0%    | 81.5%     | -2.1%     |
| Employee (Female)                                     | %      | 59.6%    | 59.0%    | 48.4%     | -0.6%     |
| Employee (Male)                                       | %      | 40.1%    | 41.0%    | 51.6%     | 0.9%      |
| Representation of Racial/Ethnic @ Leadership          |        |          |          |           |           |
| Diversity in Leadership                               | %      | 40.6%    | 46.1%    | 44.1%     | 5.5%      |
| Racial/Ethnic Diversity Female                        | %      | 28.1%    | 30.2%    | 28.8%     | 2.1%      |
| Racial/Ethnic Diversity Male                          | %      | 12.5%    | 15.9%    | 15.0%     | 3.4%      |
| Recruiting Structure – Hires                          |        |          |          |           |           |
| % New Hires                                           | %      | 21.3%    | 11.2%    | 4.5%      | -10.1%    |
| Female                                                | %      | 58.8%    | 44.8%    | 28.9%     | -14.0%    |
| Male                                                  | %      | 41.2%    | 55.2%    | 71.1%     | 14.0%     |

## NOTE:

- 2022 and 2023 based on headcount at year end (December) of each year
- 2024 Q1 data (Jan, Feb March – Alişan Logistics included). 2024 report will be updated with the 2024 December numbers.
- Leadership determined by Vice President level and above; Senior Management at below VP to Director level including regional & country leadership; Managers are people managers as well as manager on an individual contributor level.

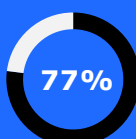
## Highlights

\*GENDER/RACIAL/ETHNIC DIVERSITY IN LEADERSHIP



■ Female: 30.2%  
Male: 15.9%  
\*Leadership Level

GENDER/RACIAL/ETHNIC DIVERSITY IN CURRENT GLOBAL LEADER DEVELOPMENT PROGRAM (GDP)



■ Female: 27% (+7%)  
Male: 50% (+15%)

↑↓ % Compared to the last GDP cohort (2017)

PAY BY GENDER (M/F)



Total Global PSA BDP

# Our DEI “gut check”

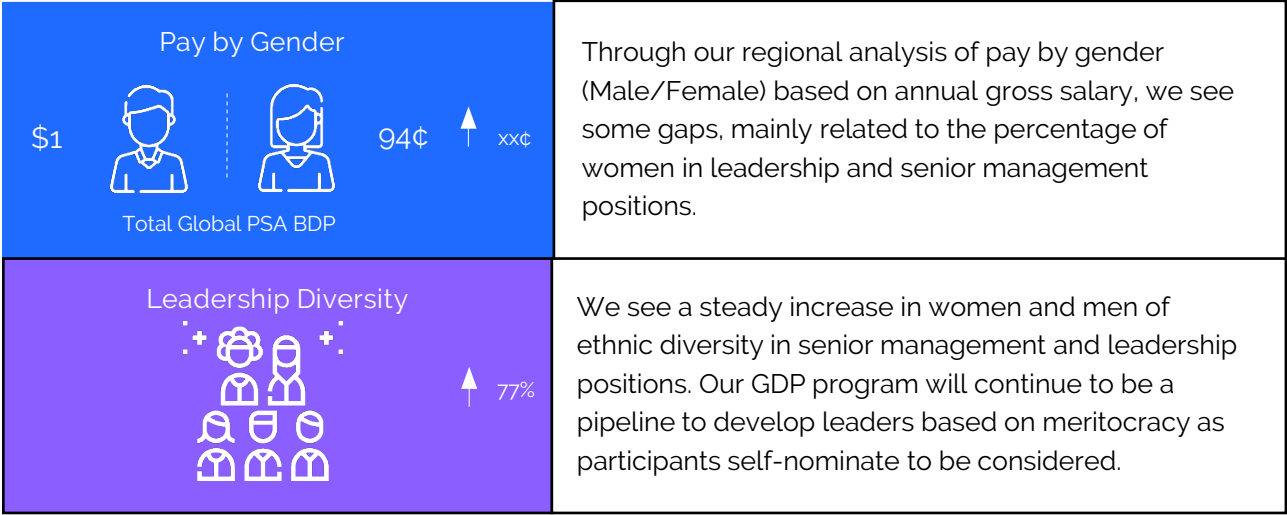
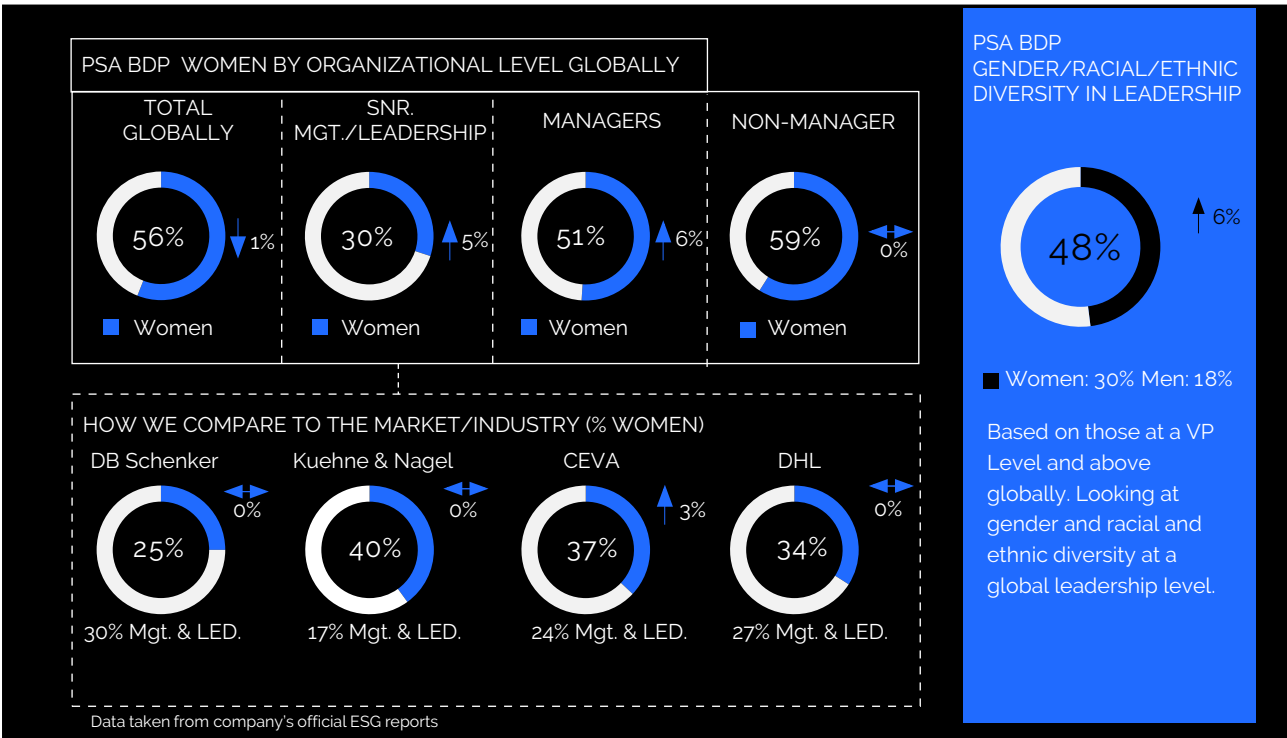
## Highlights

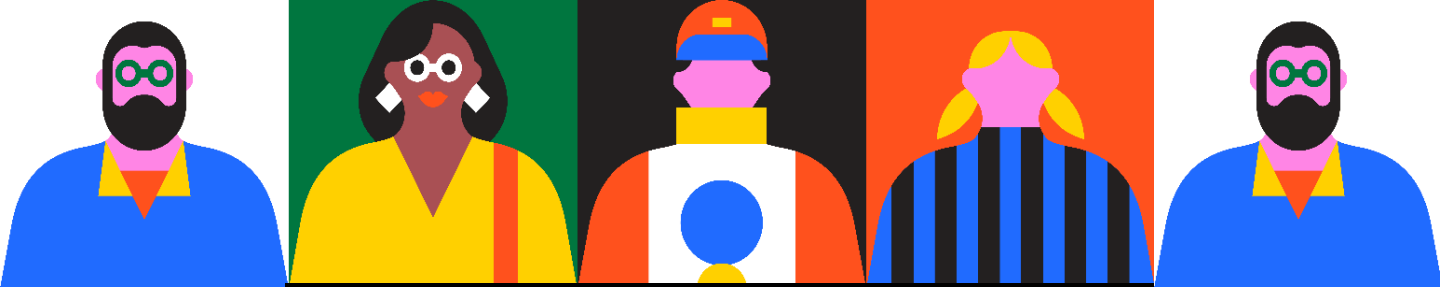


As we continue to gain data insights both internally and externally, we are committed to asking the following core questions:

- Is this a suitable point to be at now?
- Does our current position foster inclusion?
- Does where we are reflect the world around us, including the customers we serve?
- And; the most critical question: Does where we are reflect who we are, our culture, and our identity as PSA BDP?

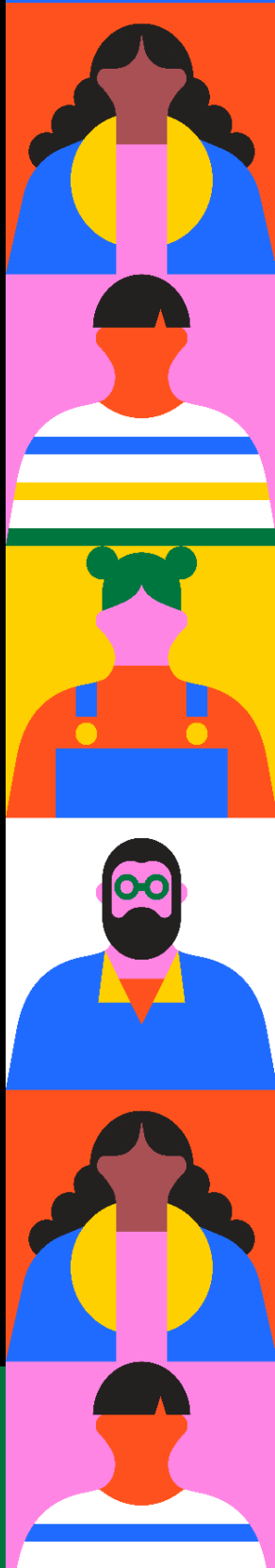
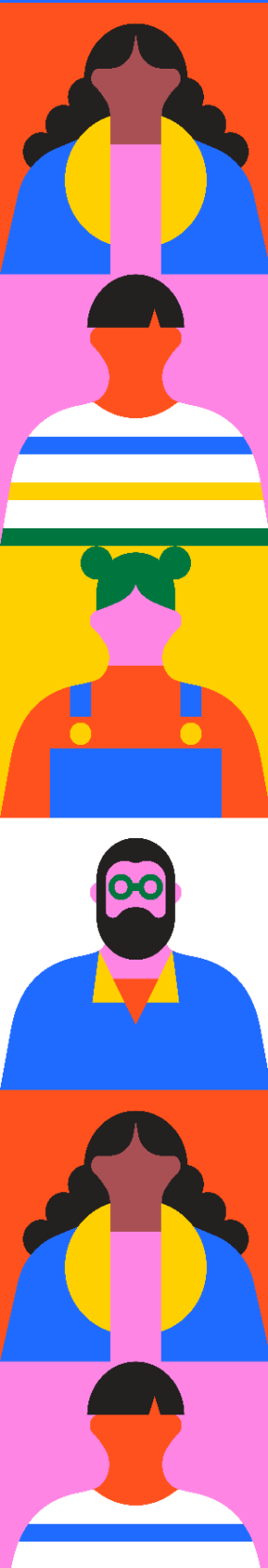
Putting our DEI Strategy under a microscope, below are some key highlights from this report compared to prior year and how we compare to our market/industry.





# Meet our Steering Committee & Regional Council Members

Our framework is built by our  
Diversity, Equity & Inclusion  
Steering Committee and  
Council Members. What is  
unique is that all members are  
elected to be in these positions.



# Meet The Steering Committee

The Steering Committee is responsible for building and leading the organization's global DEI strategy.



Chee Foong Wan  
CEO



Marcia Lyssy  
Chief Human  
Resources Officer



Hector Gonzalez  
Deputy CEO



Nina Olatoke  
VP, HR EMEA  
& Global DEI



Earnest Neal  
Regional Director,  
US Central Ops



Jose Martinez  
Regional Director, South  
Europe



Kara Lafty  
Head of Marketing &  
Communications



Marian Craig  
Managing Director,  
Global Accounts



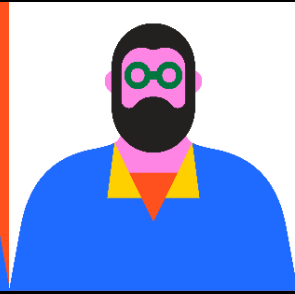
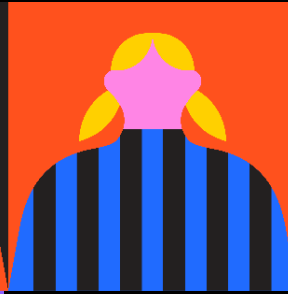
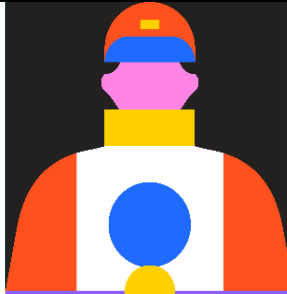
Mark Ellis  
Regional Director,  
UK & Ireland



## Words from the Steering Committee

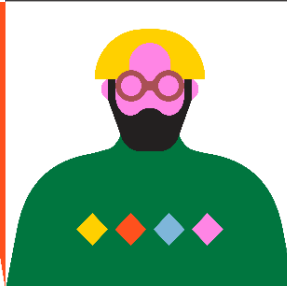
"Organizations that allow its employees to be their true self will outpace their competition. When people are allowed to express themselves openly without any consequences based on meeting mutual objectives and goals, you get the full potential from the employee, thus creating a win/win working environment."

-Hector Gonzalez



"We are passionate about building a better Tomorrow Today and our journey continues. Through our voices and actions, we can be the change by creating greater awareness, fostering inclusion, respecting, and celebrating our differences."

-Marian Craig

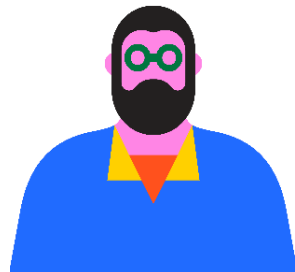


"I would like to thank everyone for their support and focus on embracing our DEI journey. We have seen tremendous growth throughout the organization and look forward to increasing our integration this year. We continue to make great progress globally and look forward to continuing to build on past years progress."

-Earnest Neal

"Progress in DEI is measured by the tangible impact we create in the lives of our employees and communities. With each step forward on our DEI journey, we're not just building a more inclusive organization; we're building a better future for all."

-Kara Laffy



"DEI is not a destination but a continuous journey of being better today than yesterday and better tomorrow than today'.....but how will we achieve that? By listening to the 338 different languages and dialects we have as one voice and learning from the 314 cultural heritages that influence us today. Look at the progress we have made so far and imagine what we can do next."

-Mark Ellis



"As a global organization, we are grateful for the richness that diversity brings to our team to perform better as an individual and as a group. We must keep being committed to ensuring equity for all, and dedicated to fostering an inclusive environment where every voice is valued and heard, without exceptions."

-Jose Martinez

# Meet The Regional Chairs & Co-Chairs

Our Chairs provide governance and oversight of DEI efforts within their regions. Our Co-Chairs have joint sign-off and oversight from an employee engagement viewpoint.

## North America



Billy Dickson  
Air Import Team  
Leader



Sara Nixon  
HR Manager,  
North America  
[Strategy Team](#)

37

Council Members

## Europe



Joe Dowling  
Country Director,  
Ireland



Hazel Davey  
HR Manager, UK  
& Ireland

16

Council Members

## META



Kirsten Torfs  
Communications  
Manager, EU &  
META



Bayan Lajam  
HR Manager,  
KSA

12

Council Members

## Latin America



Efigenia Guerra  
HR & Facilities  
Manager, LATAM



Karen Forero  
Admin &  
HR Manager

9

Council Members

# Meet The Regional Council Members

## North America Council



Daniel  
Avalos  
Key Account  
Manager



Gwen  
Pascale  
Corporate  
Receptionist  
[Strategy Team](#)



Joseph  
Hall  
QA/Technical  
Customer  
Advocate



Crystal A  
Carson  
Global DEI Analyst  
[Strategy Team](#)



Natalie  
Mortelmans  
Performance  
Analyst



Katie  
Denning  
TED Global  
Associate



Rebeca  
Palatka  
Global Travel &  
Exp Manager



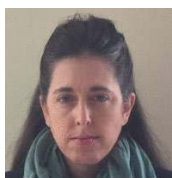
Myrvancia  
Estimable  
Import Team Lead



Amy  
Metzger  
Global Account  
Director



Julia  
Hannon  
Strategic  
Accounts Manager



Kathleen  
Parsons  
Logistics  
Coordinator



Emily  
Myers  
Account  
Manager



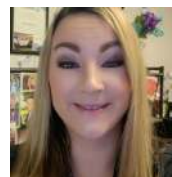
Kristal  
Dugas  
Administrative  
Assistant



Amanda  
Cooper  
Logistics  
Coordinator



Loren  
Radford  
Logistics  
Coordinator



Cara  
Robison  
RSC Manager



Ola  
Woloszyn  
Talent  
Development  
Specialist



Michelle  
Bishop  
RSC Director



Nikki  
Dickson  
Regional Product  
Director



Jacquetta  
Coleman  
Logistics  
Specialist

# Meet The Regional Council Members

## North America Council (Continued)



Robert  
Peace  
Team Leader



Samantha  
Mancuso  
Team Leader



Kathryn  
Cameron  
Accounting  
Coordinator



Jessica  
Riviere  
Sr. Director of  
Global Credit &  
Collections



Ashley  
McNeal  
Import / Export  
Team Lead



Ember  
Holland  
Logistics  
Coordinator



Audrey  
Duleavy  
Team Lead  
DuPont



Darshan  
Bhatt  
Logistics  
Coordinator



Tiffany  
Harned  
Import  
Coordinator



Amanda  
Barone  
Key Account  
Manager



Julian  
Falcone  
Manager Strategic  
Accounts



Bridgette  
Bilson  
IT Compliance  
Specialist



Curtis  
Watson-Millett  
Import Brokerage  
Supervisor (DJS)



Sara  
Mullenix  
Import Team Lead



Taylor-Anne  
Mignogna  
Logistics  
Coordinator

### DID YOU KNOW?

The North America Council is the longest running formal council. Established in 2020 with 80% of the original members still actively engaged in the council.

# Meet The Regional Council Members

## Latin America Council



Kaique De  
Paula Garcia  
Team Leader



Joel  
Franco  
Strategic Account  
Director



Laura  
Pena  
Customer Service  
Rep



Alejandra  
Torres  
Global Account  
Director - KAM



Hilda  
Prado  
Sales Executive



Miriam  
Rivera  
Accounts &  
Finance  
Coordinator



Daniela  
Lopez  
HSEQ Supervisor  
Colombia

# Meet The Regional Council Members

## Europe Council



Angel  
Bragado  
Country Director,  
Spain



Andrea  
Garcia  
Solutions  
Development  
Manager



Tina  
Gentile  
Country Director,  
Italy



Kim  
Stoelen  
HR Manager,  
North Europe



Alice  
Crepin  
Regional Product  
Manager



Ali  
Sahin  
Operations  
Manager LLP



Rebecca  
Segers  
HR Executive,  
Belgium &  
Netherlands



Nikolaj  
Gam  
Country Director,  
Denmark



Alexandra  
Fischer  
Product Manager  
Transport Ocean



Lara  
Van Horenbeeck  
Business  
Excellence  
Support



Hande  
Mutlu  
OPEX Specialist –  
Regional OPEX  
Europe



Celine  
Niox  
Country Director,  
France



Uyen  
Bao Bui  
Customs Manager  
Germany



Anita  
Mela  
Country Pharma &  
Quality Manager

# Meet The Regional Council Members

Middle East, Türkiye & Africa Council



Jad  
Nehme  
Warehouse &  
Overland  
Transportation  
Director ME



Joslin  
Lobo  
HR Analyst, EU &  
META



Maria  
Fatima Suni  
HR & Admin  
Executive



Payal  
Raj  
Control Tower  
Project Team  
Leader



Sarper  
Demir  
Ocean Freight  
Import Operations  
Team Leader



Damla  
Pirincci  
Overland Import  
Operation  
Supervisor



Abhay  
Appukuttan  
Key Projects &  
Branch Manager,  
SOHAR



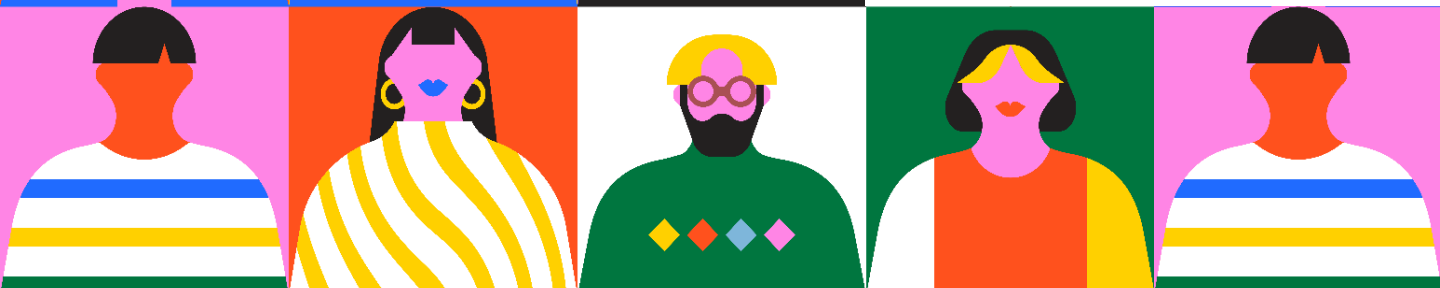
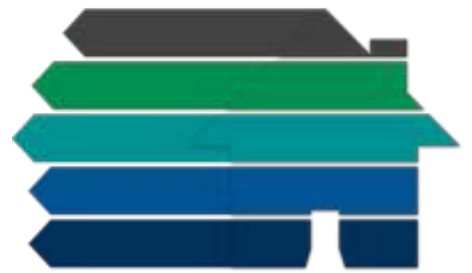
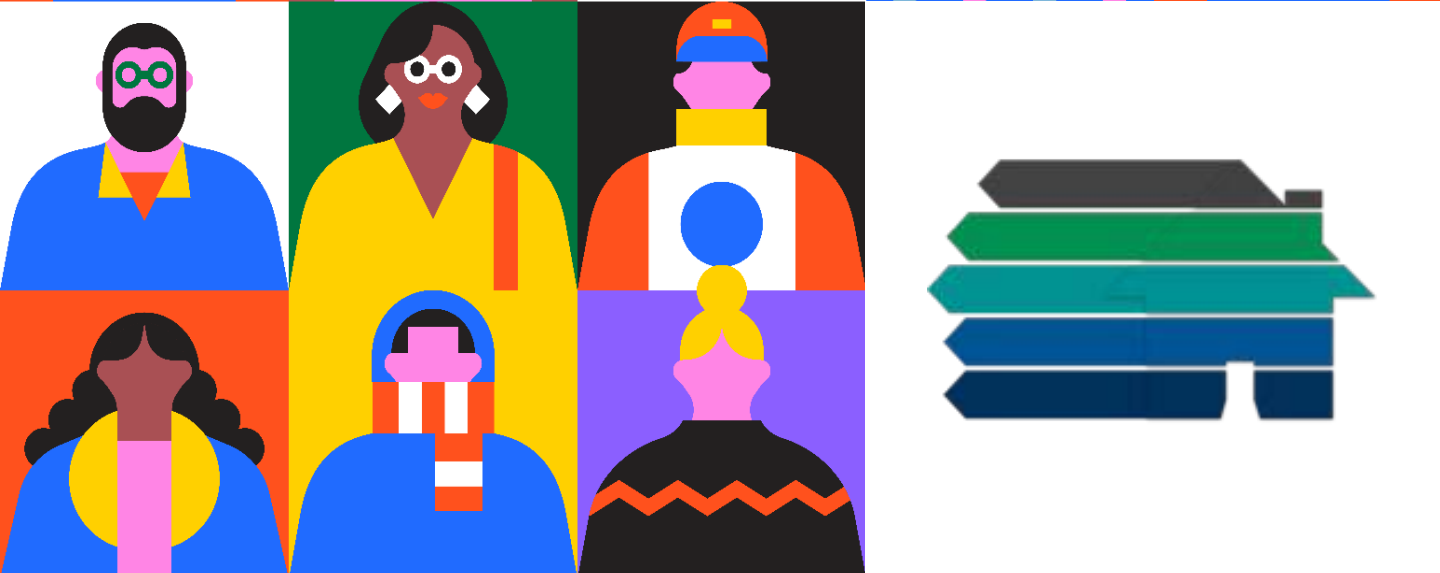
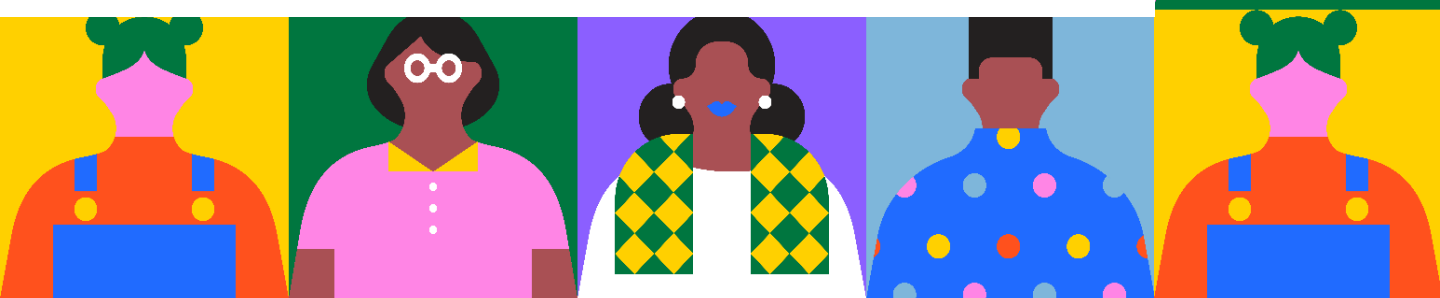
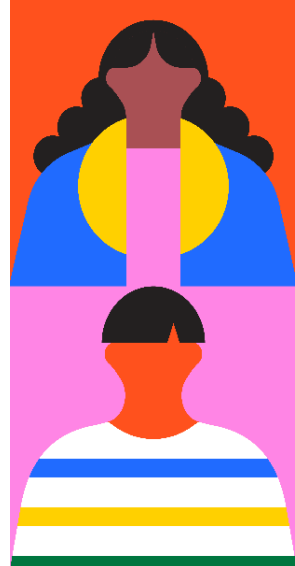
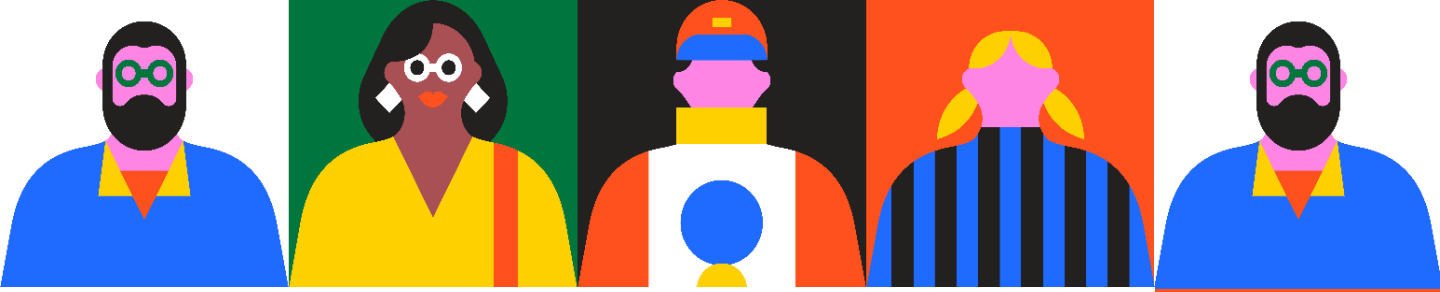
Arzu  
Erdem  
Airfreight  
Operation Team  
Leader



Fatima  
Buhamad  
Logistics Service  
Coordinator



Seda Sebin  
GKAM Director –  
Chemicals &  
Petrochemicals,  
Türkiye



OPEN DOORS | OPEN HEARTS | OPEN MINDS